



THE AUTHORITY FOR TELEVISION **ON DEMAND**

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# Board Member Recruitment Policy and Process

**20 September 2011**

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## 1. Introduction

This Policy has been based on the Commissioner for Public Appointments Code of Practice with regard to appointments of Chair, Deputy Chair and Members and gives industry a direct say in the appointment process. The Commissioner for Public Appointments Code of Practice is underpinned by the Nolan Principles, and ensures that fair, open and transparent processes are in place to ensure the correct appointments are made.

## 2. Role Description and Person Specification

A role description will be drafted and approved by the Board. It will be comprehensive and include any specific issues which are relevant to the role. It will take account of contextual issues such as the agreed role and composition of the Board, the organisation's strategy and priorities, and future challenges.

A person specification will be drafted and approved by the Board. It will identify what ATVOD specifically wants this person to bring to the Board including:

- specific professional skills, qualifications or experience;
- an understanding of ATVOD's stakeholders and the VOD sector;
- specific personal qualities, skills and attributes to complement the current ATVOD membership; and
- competencies against which the application will be assessed.

Person specifications for Independent Members will include details of remuneration.

The person specification will not contain requirements which are unnecessary or may deter applications.

## 3. Candidate Identification

To ensure openness, transparency and selection on merit, vacancies will be filled through competition. The Board will ensure the vacancy is publicised in a proportionate and appropriate manner in order:

- to ensure that there is a strong field of candidates to choose from;
- that the advert is easily accessible to all who believe themselves suitably qualified for the particular appointment and appropriate to the nature and degree of responsibility attached to such appointment; and
- to encourage applications from under-represented groups. As such the Recruitment Panel will ensure that the content and format of information packs take into account the needs of under-represented groups.

All positions will be publically advertised (with exception of the appointment of the Deputy Chair). For non-Independent Members the position will be sent to Members of the Industry Forum, for circulation within providers of On Demand Programme Services. In addition consideration will be given to using recruitment consultants or executive search firms to identify candidates and whether to publish the appointment on the public appointments vacancy website. Personal recommendations can be made, but should not be the only source of candidates. Consideration will be given to taking positive action to attract

applications from particular groups in society in order to promote a diverse field of applicants; however appointments must be made on merit.

#### 4. Information Packs

An information pack will be sent to all applicants and will contain:

- details on how to apply and the closing date;
- the role description and person specification;
- the term of appointment and whether the term is renewable;
- a realistic indication of time commitment;
- the location of the appointment and any other appropriate information;
- details of remuneration relating to the appointment (including any expenses policy);
- full details of ATVOD (for example by direction to its website);
- information on the process and how long it will take;
- details of whether expenses are to be reimbursed in relation to the selection process (if applicable);
- ATVOD's Code of Conduct and information on conflicts of interest, including a named contact in case the applicant wishes to discuss any conflict of interest issue further; and
- details of when during the appointments process references will be requested and the type of reference required.

#### 5. Selection Process

A Recruitment Panel will be established - see section 7. The Recruitment Panel will approve the process and agree clear selection criteria which will be non-discriminatory. The selection process will be applied consistently to all applicants. In setting the selection criteria the Panel will ensure that they do not discriminate unlawfully against any group or groups in society and that they are relevant to the particular appointment.

A timetable will be approved by the Recruitment Panel which will include deadlines for:

- applications;
- sifting of applications;
- interview;
- Board recommendation; and
- appointment.

If there are exceptional reasons for extending the closing date for applications (such as the field of candidates is insufficient or lacking in diversity) any extension of the closing date will be agreed with the Board. The reasons for the extension, the procedure followed and the outcome will be documented. In order to ensure openness and transparency all applicants (including those who have requested information packs but not submitted applications forms) will be advised of any extension and the reasons for it.

## 6. Sifting Process

The sifting process will be approved by the Recruitment Panel. Telephone conferencing between Panel members may be used for the purpose of sifting (for example, to produce a short list) provided that the discussions and decisions are fully noted.

If an Independent Assessor is appointed they will scrutinise the process and be involved in it in such proportionate manner as they decide.

Selection of candidates will be made on the basis of information provided by them in their CV and at interview. Any other unsubstantiated information about candidates will be excluded from sifting decisions. However, there may be occasions when additional information about candidates comes to light during the recruitment process. This information may call into question information already provided and may be relevant to the candidate's suitability for appointment. The Recruitment Panel will consider its significance and impact on the recruitment process. Any action taken will be proportionate and ensure selection on merit. In the interests of openness and transparency and fairness, the Panel will inform the candidate that additional information has been received; what steps it intends to take in order to verify the accuracy of the information; and thereafter, what further steps will be taken, if the information is to be considered further as part of the recruitment process.

## 7. Recruitment Panel

The membership of the Recruitment Panel will be dependent on the nature of the vacancy, as set out below. Recommendations of the Recruitment Panel must be unanimous.

### Chair Recruitment Policy:

Recruitment Panel to consist of:

- The Deputy Chair (or an Independent Director if the Deputy Chairman is a candidate);
- A further Independent Director;
- The Industry Forum Chair; and
- A person of independence and distinction with no connection to either the industry or to ATVOD (e.g. an Independent Assessor accredited by DCMS<sup>1</sup>).

Panel chaired by ATVOD Deputy Chair. The ATVOD Board will consult with Ofcom as to the appointment of the Chairman.

### Independent Member Recruitment Policy

Recruitment Panel to consist of:

- The Chair;
- A further Independent Director;
- The Industry Forum Chair; and

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<sup>1</sup> The Office of the Commissioner for Public Appointments (OCPA) will not provide Independent Public Appointments Assessors for recruitment to bodies which are not regulated by OCPA. However DCMS can provide access to Independent Assessors who can be engaged privately by bodies for whom DCMS is the sponsor department. Daily rate for DCMS approved assessor is currently £250 per day.

- A person of independence and distinction with no connection to either the industry or to ATVOD (e.g. an Independent Assessor accredited by DCMS).

Panel chaired by ATVOD Chair.

### **Non-Independent Member Recruitment Policy**

Recruitment Panel to consist of:

- Chair;
- The Industry Forum Chair;
- The Industry Forum Deputy Chair; and
- A person of independence and distinction with no connection to either the industry or to ATVOD (e.g. an Independent Assessor accredited by DCMS).

Panel chaired by ATVOD Chair.

### **Deputy Chair Recruitment Policy**

To be appointed by the Chair from the pool of Independent Members assessed against a list of competencies sent to all Independent Members.

### **Conflicts of Interest**

If one of the Recruitment Panel knows a candidate, then this fact will be declared to the Board and Panel and recorded. If the Panel Member or the candidate is concerned about the closeness of the connection or the connection may be perceived as constituting a conflict of interest, then the Panel Member will not take an active part in any sifting process or interview of the particular candidate.

## **8. Interviews**

No candidate will be appointed on the basis of written evidence alone. The Recruitment Panel will undertake formal interviews which will:

- adopt a documented interviewing policy;
- be documented by the Panel using pro forma interview evaluation forms; and
- result in a document identifying the Panel's collective decision on the outcome of the interviews, including the names of candidates recommend for appointment and whether and how each candidate met the agreed criteria for appointment. If an Independent Assessor is used this document will be provided to them.

## **9. Communication of the Appointment**

The Recruitment Panel will make its recommendation(s) to the Board. Once the Board has made a decision to appoint a successful candidate, the candidate will be informed and sent relevant paperwork to formalise the appointment. Unsuccessful candidates will be informed of the outcome of the recruitment process. A public statement will then be made by ATVOD to confirm the appointment.